

**DEPARTMENT OF CIVIL SERVICE**

**STATE POLICE COMMISSION**

**STRATEGIC PLAN**

**FY 2011-2012 THROUGH 2015-2016**

**AGENCY NUMBER 17-563**

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**LOUISIANA STATE POLICE COMMISSION**  
**Agency Number 17-563**

**STRATEGIC PLAN**  
**FY 2011-2012 THROUGH 2015-2016**

**MISSION STATEMENT:**

The Louisiana State Police Commission was created by constitutional amendment to provide an independent civil service system for all regularly commissioned full-time law enforcement officers employed by the Department of Public Safety and Corrections, Office of State Police, or its successor, who are graduates of the State Police training academy of instruction and are vested with full state police powers, as provided by law, and persons to become such officers. Our mission is to provide a separate merit system for the commissioned officers of Louisiana State Police. To accomplish this mission, the program administers entry level law enforcement examinations and promotional examinations; process personnel actions; issue certificates of eligibles; schedule appeal hearings on disciplinary matters on a monthly basis and pay hearings when necessary.

**VISION STATEMENT:**

Provide a quality applicant for Louisiana State Police as cadets and also as applicants for promotional vacancies. We also intend to provide fair and impartial administrative/disciplinary hearings.

**PHILOSOPHY STATEMENT:**

When an application is filed with the State Police Commission for the position of Louisiana State Police Cadet, it is our goal to process all applications on a daily basis and schedule and respond to applicants by mail the same day with additional documentation requests or a scheduled test date for the next available examination date. The same is true for promotional applicants which we test once per year, with three subsequent examinations during the year for only applicants meeting the qualifications since the last test date.

When an appeal is filed, all attempts are made to ensure the parties of an orderly adjudication conducted by an independent and impartial Commission. The hearing is normally set for the first available hearing date.

**COMMISSION GOALS:**

**1. APPEALS**

The State Police Commission is to hear classified commissioned officers' complaints stemming from disciplinary actions and provide decisions that are consistent with the basic requirements of a merit system, the State Police Service article, the State Police Commission rules, and existing jurisprudence and improve the appeal and discipline processes.

## **2. PERSONNEL MANAGEMENT**

Promote effective personnel management practices for the Office of State Police to check and enforce compliance with State Police Commission rules, and to provide assistance with federal and state laws as appropriate or designated. Review, develop and implement State Police rules, conduct investigations, review contracts, review and accept or deny performance appraisal programs and issue general circulars and transmittals.

## **3. CLASSIFICATION AND PAY**

Maintain an equitable and uniform pay system for all Louisiana State Police commissioned officers. Establish new positions, recommend pay adjustments and allocate positions.

## **4. EXAMINING**

Enable the Office of State Police to meet their staffing needs in a timely fashion by hiring and promoting the best qualified applicants. Test and certify applicants for employment by the Office of State Police and also for promotions.

Statutory authority for goals: LA Constitution, Article X, Part IV, Section 41-51.

## **PROGRAM:**

### **ADMINISTRATION**

The State Police Commission is one agency, one program and one activity.

### **PRINCIPAL CLIENTS AND USERS**

The principal clients and users of the State Police Commission are commissioned Louisiana State Troopers and members of the public interested in becoming a Louisiana State Trooper. This would include applications taken on a nationwide basis. The application process is not limited to Louisiana residents but open to all who meet the minimum qualifications for the written test. Attorneys representing appellants in disciplinary hearings are also a part of the client population served. These attorneys work directly with the State Police Commission in all phases of the administrative hearing process.

### **DUPLICATION OF EFFORT**

Duplication of effort shall be avoided by no other civil service system handling any matters pertaining to commissioned Louisiana State Troopers.

## **OBJECTIVES**

All objectives are relative to the attainment of the goals.

### **OBJECTIVE 1:**

The Administration Program will maintain an average time of 4 months to hear and decide an appeal, with at least 75% of all appeal cases disposed within 3 months.

### **OBJECTIVE 2:**

Maintain a one (1) day turnaround on personnel actions such as position allocations, updates and details.

### **OBJECTIVE 3:**

Maintain existing testing, grade processing, and certification levels for the State Police cadet hiring process.

### **OBJECTIVE 4:**

Maintain existing indicators for State Police Sergeants, Lieutenants and Captains until a new examination is developed which could drastically change indicators at that time.

**Description of any program evaluation used to develop objectives and strategies:**

The State Police Commission's current operational plan and recent performance audit were consulted as Louisiana: Vision 2020 and the Louisiana State Police strategic update.

**Identification of the primary person who will benefit from or be significantly affected by each objective:**

These are the same for all objectives: any commissioned state trooper or any individual seeking employment as a Louisiana State Trooper and those individuals appearing before the Commission to participate in the adjudicatory process.

**Identification of potential external factors which are beyond the control of the State Police Commission and which could significantly affect the achievement of its goals or objectives and the attainment of its performance indicators:**

The chief product of the State Police Commission is to conduct fair and impartial due process administrative hearings and Knowledge, Skills and Abilities (KSA's) linked entry and promotional examination for Louisiana State Troopers. We are currently reporting the number of appeals filed, number of hearing conducted, backlog number of cases and length of time from filing the appeal to the time a decision is rendered. Once a case is docketed or heard, either party may withdraw the request for hearing and request to enter into a settlement conference. Hence, the performance indicator of the number of hearings docketed or decisions rendered is not within the State Police Commission's control. In order for a decision to be rendered, we must obtain the signatures of all participating Commission members in that decision. The commission meets on a monthly basis and there are times when decisions are given to the Commission at one meeting and concurrences are not obtained until the next monthly meeting. Also, if there is a problem with a decision, the members may need to meet with the Referee again and have some revisions made or further discuss other points of law or a further review of evidence submitted. Fairness, impartiality and constitutional due process is not measurable nor time bound. Another immeasurable quality is the perception of the parties when a decision is not rendered in their favor, which is to be expected, therefore, all commission decisions are subject to review by the Court of Appeals, First Circuit.

Another immeasurable quality which exists is the number of cadet or promotional applicants that will apply for examinations. Cadet applicants are recruited by the Louisiana State Police recruiters, internet, police presence, word of mouth, or law enforcement monster boards, etc. Once the State Police Commission received the application and it is reviewed for the necessary qualification requirements, a test date is assigned to the applicant and they are notified by mail. At that time we assume all will appear for testing and prepare for the entire number of scheduled applicants. There is no way we can estimate from our number of applicants scheduled how many will actually take the examination. Also, we cannot determine from the number that is actually tested how many will be hired. Once the test is given and return of grades is

complete, an applicant may choose to not further the process when contacted by Louisiana State Police. The complete hiring process can take about six (6) months to complete and an applicant can be dismissed from the process for various reasons, such as negative polygraph results, negative background investigation, unsuitable physically, etc. Our intent is to embrace the diversification and demographics of those who compete to become troopers and those who are within the system as well.

For promotional applicants, the same holds true as to the uncertainty of how many will show up for the actual examination. Promotional examinations are currently administered once per calendar year. We are currently working to develop a new test concept in which we would conduct one major examination per year and several smaller exams periodically through the calendar year. This will allow troopers who become qualified after the major examination an opportunity to take the examination. Our performance indicators will change if adopted. Currently there is no penalty for an individual scheduling an exam and not showing up for the exam; therefore; applicants will schedule the exam just in case they decide they need to take the examination to attempt to improve their score. Again, all these issues are budget driven.

#### **OBJECTIVE 1:**

**THE ADMINISTRATION PROGRAM WILL MAINTAIN AN AVERAGE TIME OF 4 MONTHS TO HEAR AND DECIDE AN APPEAL, WITH AT LEAST 75% OF ALL APPEAL CASES DISPOSED WITHIN 3 MONTHS.**

#### **STRATEGIES:**

- 1) Encourage a speedier turnaround on final Commission decisions with a goal of ten (10) days by utilizing various means of communication.
- 2) Make better use of pre-hearing /status conferences to promote orderly and prompt conduct of adjudications.
- 3) Encourage settlement of cases when feasible.

#### **PERFORMANCE INDICATORS:**

Inputs: Number of cases docketed.

Outputs: Number of hearings conducted.

Outcomes: Number of decisions rendered.

Number of settlements decided.

Efficiency: Percentage of cases docketed to those where a decision was rendered.

## **OBJECTIVE 2:**

**MAINTAIN A ONE (1) DAY TURNAROUND ON PERSONNEL ACTIONS SUCH AS CERTIFICATES OF ELIGIBLES, DETAILS, POSITION DESCRIPTIONS, ETC. DURING FY2011-2016.**

### **STRATEGIES:**

- 1) Maintain or increase staff and budget to ensure the one (1) day turnaround is maintained.

### **PERFORMANCE INDICATORS:**

Inputs: Number of incoming personnel actions.

Outputs: Number of outgoing personnel actions in a twenty-four (24) hour turnaround.

Outcomes: Number of decisions rendered

Efficiency: Percentage of personnel actions where a decision was rendered.

## **OBJECTIVE 3:**

**CONTINUE TO REFINE AND DEVELOP ON-GOING STRATEGIC IMPLEMENTATION PROCESSES RESULTING FROM THE REVISIONS OF THE PROMOTIONAL EXAMINATION ON AN ANNUAL BASIS.**

### **STRATEGIES:**

- 1) The State Police Commission is currently administering promotional examinations once per calendar year and we are currently developing a new test concept in which we would conduct one major examination and several smaller exams periodically through the calendar year. This would allow troopers who become qualified after the major examination an opportunity to take the examination.

### **PERFORMANCE INDICATORS:**

Inputs: Number of applicants applying for the examination.

Outputs: Number of applicants actually participating in the examination process.

Outcomes: Applicants certified eligible for promotions,

Efficiency: Percentage of applicants taking the examinations to the number of applicants applying for the examination.

## **OPERATIONAL SUPPORT PROGRAM**

**The Operational Support Program will develop initiatives that expand the ability of State Police to adequately recruit and retain qualified personnel. Complete initiatives that will broaden and expand State Police ability to recruit and retain qualified personnel by June 30, 2016.**

### **STRATEGIES:**

- 1) Develop a database to track contacts made by recruiters.
- 2) Develop and incorporate a program of instruction into ongoing Leadership courses that focus on the benefits of equal employment opportunity and recruitment.
- 3) Maintain the Mentoring Program to monitor, assist and counsel cadets during the Training Academy.
- 4) Maintain a plan that clearly defines and reinforces the agency's commitment to recruitment and retention.
- 5) Establish semi-annual "contact goals" for department needs and troop commanders.
- 6) Maintain the Public Information officers' participation in the recruiting process.
- 7) Maintain networking with military installations, colleges and universities and other potential sources of qualified candidates.
- 8) Maintain programs that target minorities.

### **PERFORMANCE INDICATORS**

<i>Input</i>	Number of recruiting contacts
	Number of minority recruiting contacts
<i>Output</i>	Percent increase in minority recruiting contacts
	Attrition rate
	Percentage of minority contacts
<i>Outcome</i>	Number of minorities hired

#### **OBJECTIVE 4:**

**IMPROVE THE HIRING PROCESS BY CERTIFYING MORE ELIGIBLES ON THE CERTIFICATES FOR HIRE DURING FY 2011 through 2016.**

##### **STRATEGIES:**

- 1) Utilize the website to attract more applicants nationwide and locally.
- 2) Make use of the website for downloading applications and requests.
- 3) Develop a more cooperative agreement with Louisiana State Police Recruiters to match goals and objectives more closely for hiring and recruiting.

##### **PERFORMANCE INDICATORS:**

Inputs: Increase the number of applicants testing.

Outputs: Greater number of applicants participating in the selection process.

Outcomes: More certified applicants for hire as Louisiana State Police cadets.

Efficiency: Total number of applicants.

**PERFORMANCE INDICATOR DOCUMENTATION**  
**July 1, 2010**

**Program:** Administration

**Objective:**

Improve the appeal and discipline process by eliminating at least 30 days for return on Commission decisions.

**Indicator Name:**

Number of incoming appeals docketed and number of appeals disposed of and an average time to hear and decide appeals (in months).

**Indicator LAPAS PI Code: 4211, 4212, 4213, 7144, 4210**

1. **Type and Level:** Input, Output, Outcome, Efficiency Key and Supporting Indicator
2. **Rationale:** The number of properly filed appeals is counted and the number of appeals disposed of is counted. Also the outcome of the appeals is available and amount of time taken to render the decision is calculated.
3. **Use:** As each appeal is filed, it is docketed by giving it a case number and notice of docketing is issued to all parties involved and posted on the LASPC website and on the bulletin board outside the State Police Commission's office for public review.
4. **Clarity:** The indicator's name is clearly identified.
5. **Validity, Reliability and Accuracy:** Yes with no findings.
6. **Data Source, Collection and Reporting:** Internal log. Collection is monthly. The information is about three (3) months old when reported. Information is reported on a state fiscal year basis and also on a quarterly basis.
7. **Calculation Methodology:** Addition and Subtraction.
8. **Scope:** Indicator is a statewide figure for one client group served by a program and the method of calculations is consistent.
9. **Caveats:** No limitations or weaknesses.

**10. Responsible Person:**

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**PERFORMANCE INDICATOR DOCUMENTATION**  
**JULY 1, 2010**

**Program:** Administration

**Objective:** Improve the hiring process by certifying more eligible Candidates on the certificates for hire during 2010- 2016.

**Indicator Name:** To maintain existing testing, grade processing, and certification levels for the State Police Cadet hiring process.

**Indicator LAPAS PI Code:** 4217, 4218, 4219, 4220, 4221, 4222, 4223

- 1 **Type and Level:** Input, Output, Outcome, Efficiency, Quality (specifically quality of candidates).
- 2 **Rationale:** The indicator is a valid measure of performance targeted in this objective.
- 3 **Use:** The number of applicants applying for testing versus the number of applicants actually testing and provide information for the budgeting process.
- 4 **Clarity:** The indicator's name is clearly identified.
- 5 **Validity, Reliability and Accuracy:** Yes with no findings.
- 6 **Data Source, Collection and Reporting:** Data is collected on a daily basis and compiled monthly and reported annually in the Operational Plan and quarterly in LSPAS.
- 7 **Calculation Methodology:** Addition.
- 8 **Scope:** Indicator is a statewide figure for one client group served by a program and the method of calculation is consistent.
- 9 **Caveats:** No limitations or weaknesses.
10. **Responsible Person:** Cathy Derbonne, Executive Director  
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- 1 **Type and Level:** Input, Output, Efficiency
- 2 **Rationale:** The number of commissioned officers to the number of personnel actions processed on an annual basis and the numbers are used for staffing adjustments and budgeting reasons.
- 3 **Use:** Maintained daily, compiled monthly and reported annually in the Operational Plan and quarterly on LAPAS.
- 4 **Clarity:** The indicator's name is clearly identified.
- 5 **Validity, Reliability and Accuracy:** Yes with no finding.
- 6 **Data Source, Collection and Reporting:** Internal log. The information is about three (3) months old when reported. Information is reported on a state fiscal year basis.
- 7 **Calculation Methodology:** Addition.
- 8 **Scope:** Indicator is a statewide figure for one client group served by a program and the method of calculation is consistent.
- 9 **Caveats:** No limitations or weaknesses.
- 10 **Responsible Person:** Cathy Derbonne, Executive Director  
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**PERFORMANCE INDICATOR DOCUMENTATION**  
**JULY 1, 2010**

**Program:** Administration

**Objective:** Maintain existing indicators for State Police sergeants, lieutenants and captains and continue to develop on-going strategic implementation resulting from the revision of the promotional examination on an annual basis.

**Indicator Name:** Maintain existing indicators for State Police Sergeants, Lieutenants and Captains.

**Indicator LAPAS PI Code:** 4224, 4228, 4229, 4233, 4234, 4238

- 1     **Type and Level:** Input, Output, Outcome, Efficiency
- 2     **Rationale:** The number of promotional applicants applying for testing versus the actual number of applicants testing and information is used for budget preparation for Professional Services funding.
- 3     **Use:** Funding Request
- 4     **Clarity:** The indicator's name is clearly identified.
- 5     **Validity, Reliability and Accuracy:** Yes with no finding.
- 6     **Data Source, Collection and Reporting:** Data is collected on an annual basis and reported annually in the Operational Plan and quarterly in LAPAS.
- 7     **Calculation Methodology:** Addition.
- 8     **Scope:** Indicator is a statewide figure for one client group served by a program and the method of calculation is consistent.
- 9     **Caveats:** No limitations or weaknesses.
- 10    **Responsible Person:**     Cathy Derbonne, Executive Director  
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